

6 APR

MEMORANDUM FOR: Deputy Director of Central Intelligence

VIA : Deputy Director for Administration

FROM : F. W. M. Janney
Director of Personnel

SUBJECT : Comments on the EEO Panel's Recommendations re
Computerization of Certain Informational Data
and the Establishment of an Audit System for
Agency Career Management

REFERENCE : Memo for Acting DCI fr Chmn, DCI EEO Advisory Panel
dtd 23 Feb 77; subject: Elaboration on Panel
Recommendations re Vacancy Notices and
Personnel Auditors

As requested, we have reviewed the recommendations contained in the referenced memorandum and comment as follows:

A. Creation of a Central Repository for Vacancy Notices

(1) The specific proposal in this suggestion would computerize three aspects of personnel management: (a) vacant positions; (b) distribution of occupational specialties; and (c) developmental profiles, with the avowed purpose of making such information immediately available to all and any employees.

(2) While the idea behind this proposal is meritorious in that it sees the availability of this information as being an aid to the employee in career and assignment planning, data provided in a computer format must be carefully considered before taking any action. Time and costs involved in computerizing this data . . . the ODP programming and computer time, the extra terminals, the requirements for additional personnel to establish and maintain the program . . . must be carefully weighed against Agency systems and procedures already dealing with the same subjects and the possible advantage to employees of having computer access to

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this information. Without going into the personnel and time factors, an example of the costs in this proposal is an initial price of \$3,000 to \$5,000 for a computer terminal plus considerable additional costs for the communication links. The proposal recommends terminals be available throughout Agency buildings.

(3) Simple listings of vacant positions, of occupational specialties, or of career tracks as proposed here would be only that, and would provide none of the specific information and the explanations needed to avoid misleading or further disappointing the employee. For computer lists of this nature to serve any useful function and to provide meaningful information, a relatively elaborate program of input and maintenance would be required. It would also require the continued and active support of the personalized counselor and advisor system which is already established and functioning in the Agency at the component and Career Service levels, as well as in the Office of Personnel. Any computer system would necessarily be in addition to the present system, and the value of the added structure therefore should be carefully considered.

(4) The proposal recommends all vacancies "without regard to job type or grade level will be stored" and later notes this can be done as an "adjunct of the position control register" (sic). Vacant positions on a Staffing Complement are not necessarily valid vacancies for assignment purposes (blocked by extra slotting in another position, personnel action in process but not yet in record, position is held vacant for management purposes) and, conversely, occupied positions can be valid vacancies in terms of this proposal when advance planning is in process for replacement. Further, a list derived from a Staffing Complement would not answer the normal questions applicants have relative to duties, location, hours of work, et al. To provide the type of vacancy information which would be anything more than a list of unoccupied Staffing Complement positions would require a separate and elaborate computer program for information which is currently provided through the Vacancy Notice System. It can be argued that all vacancies are not published in this system, but without Career Service and component cooperation in listing all vacancies whether there is an in-house candidate or not, neither would a computer vacancy list contain all such positions. Management would have to make a decision here, which could be applied to the current Vacancy Notice System as well, that no assignments can be made without publication of the availability of the position to the Agency as a whole.

(5) The second subject proposed for inclusion in the computer program is the distribution of specified occupational specialties in the Agency. The same information is now available through career counselors and the Office of Personnel and, obtained through these sources, has the advantage of being given in the context of the employee's interest. If the employee wants reassignment now, the advice will be considerably different than if the employee is exploring assignment possibilities several years hence after completion of degree work. A heavy use of economists today does not guarantee the same high percentage of requirement five years hence. There is no way the Agency can make such a commitment, even in the most general terms, for more than two or three years at the most. It would be most unfair to the employee to lead him or her to think that once the degree was obtained, the same discipline requirements would obtain as at the time of the counseling.

(6) The third item proposed for the computer program is the Developmental Profiles. These are now available to all employees either by general publication by their Career Services or through their career counselors. Counselors can obtain the profiles of another service and the OP/Staff Personnel Division has copies of all published profiles for the review of interested employees. Viewing the profiles on a computer terminal would simply give the employee a quick run through of the tracks without the explanatory information available from a counselor or the time needed to study the profiles of particular interest, to compare tracks, or to otherwise give the consideration due this aspect of an employee's career.

(7) The basic premise of this proposal that the employee should have access to all available information on career planning and development is a sound personnel management principle, one which the Agency does and should continue to encourage. Computer reports can provide some basic data, but unless elaborate to the point where many employees would be turned off, can have no real meaning and impact except when used in concert with the experience, awareness and concern of trained counselors who can address situations in terms of the individual employee's abilities, talents and interests. Much of what is included in this recommendation is already available to the employee through the career counselor and Career Service Management system, and available in a more helpful and meaningful format. Career planning and development by the employee, by management, or in the perfect world, by joint effort is not a computer function. Until the Agency has the financial and personnel resources

to develop a supplemental program such as this, we believe management efforts directed to improving the current system and ensuring employees are aware of its existence and utilize its services will achieve the aim of this proposal.

B. Establishment of an Audit System of Agency Career Management

(1) Systematic and periodic monitoring and evaluation of the effectiveness of Agency personnel management is an integral and requisite (by Presidential Directive) element of the Agency's personnel management system.

(2) It is difficult to determine from the proposal whether it was presented as a substitute or an overlay on the present evaluation approaches or proposed without a clear perception of the existing evaluation methodologies applied in the Agency's Personnel Management Evaluation (PME) system.

(3) The Director of Personnel is responsible to the DCI for guiding and evaluating personnel management actions by the Career Services and operating components.

(4) In carrying out these responsibilities, the Office of Personnel applies selective techniques to evaluate the several facets of Agency personnel management.

(5) Key elements of the PME system include continuous monitoring of the Agency's adherence to public law, regulations, Executive Orders and Directives applicable to personnel management and administration, the periodic survey and evaluation of position management and the organization and classification of Agency positions, and the periodic review and evaluation of career and personnel management implementation by the Career Services.

(6) An element in the development of the so-called "new directions" for Agency personnel management instituted by the DCI in 1973-1974 was the conscious structuring of the Annual Personnel Plan (APP) and the Personnel Development Program (PDP) to include a uniform reportorial format that would provide a basis for periodic monitoring of progress toward stated objectives and the annual evaluation of the effectiveness of personnel management actions in areas identified as significant by senior Agency management.

(7) Similarly, the implementation of the uniform Agency personnel and career management responsibilities delegated to the Heads of Career Service are subjected to on-going monitoring and evaluation by the Office of Personnel and reported to the DCI.

(8) One of the PME techniques applied to determine the effectiveness of Agency personnel practices was the recent Agency-wide Personnel Management Survey where 25 percent of our employees were asked to express their perceptions as to how various facets of the Agency's personnel management programs were working. The data collected from this survey were analyzed and reported in total Agency terms and, while interesting and useful to top management, the real basis for evaluation and identification of areas needing corrective action will flow from the detailed analysis currently underway of employee responses by Directorate.

(9) The present techniques utilized to audit and evaluate Agency personnel management actions and practices have proven to be effective in the identification of areas where managerial action is indicated to effect improvement, stress particular emphasis and/or the institution of changes in policies and practice.

(10) The efficacy of establishing an additional audit mechanism as proposed is questionable in terms of the duplicative role it might perform.

(S) F. W. M. Janney

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Attachment
Ref memo

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